

## **APPENDIX 1**

### ***Workload Study Focus Group Planning and Materials***

***APPENDIX 1a***

**Transmission to Counties: Focus Group Memo and Enclosures**

## DEPARTMENT OF SOCIAL SERVICES

744 P Street, Sacramento, CA 95814



July 13, 1999

ALL COUNTY INFORMATION NOTICE NO. I-43-99

TO: ALL COUNTY WELFARE DIRECTORS  
ALL CHILD WELFARE SERVICE  
PROGRAM MANAGERS  
SB 2030 COUNTY CONTACTS

**REASON FOR THIS  
TRANSMITTAL**

- ☒ State Law Change  
☐ Federal Law or Regulation  
Change  
☐ Court Order  
☐ Clarification Requested by One  
or More Counties

SUBJECT: SENATE BILL (SB) 2030 CHILD WELFARE SERVICES WORKLOAD  
STUDY

REFERENCE: SB 2030, CHAPTER 785, STATUTES OF 1998; ACIN I-36-99

As referenced in All County Information Notice (ACIN) I-36-99, all county social service agencies will be involved in a study concerning the current Child Welfare Services (CWS) workload and associated budgeting methodology. Included with this notice, as Enclosure A, is *An Overview: California Child Welfare Services Workload Study and Associated Budgeting Methodology*, this document explains the purpose of the study, how the project will be carried out, and provides other pertinent information relative to the workload study. As requested in ACIN I-36-99, all county social service agencies were to identify a contact person(s) to work with the contractor during the course of the evaluation. It is expected that all counties will be involved in the evaluation process through both focus group meeting participation and involvement in the workload measurement time study process.

The contractor, the *American Humane Association (AHA)* in coordination with *Walter R. McDonald and Associates, Inc., (WRMA)* has developed a *Focus Group Plan and Schedule* (Enclosure B). The purpose of the focus groups is to gather information to allow the project team to develop a listing of components which will be measured in the workload measurement study. The focus group meetings will be held in ten locations throughout the state, determined based on regional organization and programmatic variations, beginning *July 15 through August 4, 1999*. It is imperative that each county is represented by the appropriate staff at the focus group meetings to ensure that all critical issues are considered in the study. Enclosure C provides *Focus Group Guidelines*, including guidelines for focus group participation. Please contact Kathy Evans at (916) 657-3806 or e-mail [katherine.evans@dss.ca.gov](mailto:katherine.evans@dss.ca.gov) five days prior to

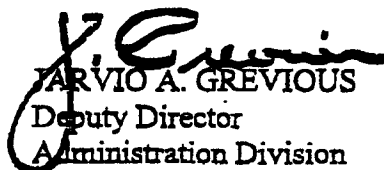
the scheduled focus group meeting for your county to indicate who will represent your county. You will be informed of the specific meeting location, within the *Host County*, prior to the meeting date.

The workload measurement study will include a 100% sample of county child welfare staff from throughout the state. Cooperation and support in implementing this 100% workload measurement process is important, so that all job categories and professional staff functions can be included in the study. The time measurement study is projected to occur on a rolling basis (with two weeks of data collected for each county) from *August 23 through October 15, 1999*. You will be informed of the timeframe for your county as soon as the statewide schedule is finalized.

In addition to providing information via ACIN's, to ensure maximum accessibility of the SB 2030 project status, the information released on the project will be available on the CDSS website at <http://www.dss.cahwnet.gov/sb2030> effective the week of July 19, 1999. It has also been proposed to have the information available on the Child Welfare Services/Case Management System (CWS/CMS) web site.

Every county's participation in the CWS Workload Study is essential to ensuring a successful evaluation of the current child welfare services budgeting methodology and may influence the potential implementation of a more efficient model that will ensure California's most vulnerable children and families receive adequate and appropriate services.

If you have any questions concerning this notice or the SB 2030 CWS Workload Study, please contact Douglas D. Park, Chief, Financial Planning Branch at (916) 657-3439 or Nola Niegel at (916) 654-1086.

  
JARVIO A. GREVIOUS  
Deputy Director  
Administration Division

c: California Welfare Directors Association

Enclosures

# An Overview: California Child Welfare Services Workload Study and Associated Budgeting Methodology

## *What is the purpose of the study?*

California Senate Bill (SB) 2030 mandated the Department of Social Services to conduct an evaluation of the current child welfare services workload and associated budgeting methodology. The purpose of this study is both to gauge the current workload and to ensure that associated budgeting mechanisms are adequate to today's child welfare environment and reflect innovative best practices in child welfare service delivery.

California's funding system for child welfare services was established over 15 years ago and many policy, demographic, and societal changes have since dramatically affected workload and the ability to deliver high quality services. The study is expected to recommend new budget methodologies to adequately fund the system for current caseload levels, supportive services, and preventative services to respond to today's child and family needs.

## *How will the project be carried out?*

The Department has contracted with the American Humane Association, a nonprofit organization with offices in Englewood, Colorado, and Sherman Oaks, to carry out the study. In partnership with Walter R. McDonald & Associates, Inc., of Sacramento and several expert consultants, the project will be completed through the following steps:

1. A **policy review** will be conducted to ensure that laws, regulations, and policies impacting workload and budgeting are responded to in the study and budgeting process.
2. A **workload measurement study** will be implemented to analyze current workload demands, including time expended in innovative programs and services.
3. A **proposed budget methodology** will be developed in conformity with policy, in consultation with stakeholders and state staff, and by incorporating data from the workload measurement study including alternative workload/caseload standards.

## *How can I be sure that my county and our workers will be fairly represented in the study?*

The project has been designed to ensure maximum participation of county departmental personnel and other stakeholders through several means:

- ◆ **Advisory Group** – SB 2030 mandated the establishment of an Advisory Group for the project. The group includes representatives from the California Welfare Directors Association (CWDA), the Service Employees International Union (SEIU), American Federation of State, County, and Municipal Employees (AFSCME), California Partnership for Children, California Independent Public Employees Legislative Counsel (CIPELC), California State Association of Counties (CSAC), California Department of Social Services state staff, and County department directors from the following counties: Siskiyou, Placer, Los Angeles, Orange, Stanislaus, Sacramento, San Mateo, and Santa Clara. Project staff will regularly report to the Advisory Group and will seek Advisory Group comments at critical stages of the project such as establishing survey instrumentation, finalizing a focus group plan, and establishing budgeting standards.

- ◆ ***One hundred percent sample*** – The workload measurement study will include a 100% sample of county child welfare staff from throughout the state. Cooperation and support in implementing this 100% workload measurement process is important, so that all job categories and professional staff functions can be included in our study. The time measurement study is now projected to occur on a rolling basis (with two weeks of data collected for each county) from August 23 through October 15, 1999.
- ◆ ***Focus groups*** – Focus groups will be held throughout the state in regional configurations with all counties invited to participate in a group. We will use focus groups to learn through direct conversation about staff's workload concerns and innovative programs and practices that should be included in the workload measurement study as time collection categories. (A separate detailed focus group plan is available from the state Department of Social Services.)
- ◆ ***Structured interviews with key personnel*** – Structured interviews are planned with key personnel from throughout the state to supplement data collected in the workload measurement study.

***What consideration will the study give to innovative practices and programs?***

Such programs will be identified in the policy review and in focus groups and will be included as work measurement objectives so that time spent in these activities is sampled across the state in the workload measurement study. In addition, for some of the key innovations that are taking place in specific locations, specialized work study designs will be used to estimate the amount of time devoted to these practices.

***How will the study data be incorporated into the budgeting process?***

The workload measurement study will result in new workload and caseload standards reflecting current workloads more accurately and accounting for time spent in innovative practice and preventative services. These current workload data will be the basis for proposals to revise the budgeting process grounded in current workload realities.

***What is the projected time frame for the study and for development and operationalization of the revised budgeting process?***

The policy review, workload measurement study, and a proposed budgeting methodology will be completed by January 1, 2000.

***For further information about the study please contact:***

Financial Planning Branch  
California Department of Social Services  
744 P Street  
Sacramento, California 95814  
(916) 657-3439

# Child Welfare Services Workload Study

## Focus Group Plan / Schedule

### General Information:

**Purpose:** The purpose of these focus groups is to gather information to allow the project team to develop a listing of components (services/activities and tasks) which will be measured in the work measurement study (for both current and representative best/innovative practices).

**Time:** Each focus group will take approximately 6 hours to complete. Specific time frames for each site are listed below.

**Participation and Representation:** Ideally, the maximum number attending each focus group will be 20 persons (more are allowed in some cases to ensure representation from all counties in each region). A range of experienced caseworkers, supervisors, and clerical staff will be invited to participate in each group by county coordinators in each county, with selective participation by administrators (who are also represented through participation in the Advisory Group).

Host County	Site// Date // Contractor Staffing	Counties Attending & Maximum # of Participants per County
1. Los Angeles  <i>Contact:</i> Eileen Ritchie 213-351-5786	Los Angeles <i>Location:</i> LA County Department of Children and Family Services 425 Shatto Place Los Angeles, CA  <i>Group 1: 7/27, 9am-4pm</i> Walter McDonald Sabrina Johnson Homer Kern  <i>Group 2: 8/4, 9am-4pm</i> Walter McDonald John Fluke	Los Angeles (20)
2. Santa Clara  <i>Contact:</i> Judy Bushey 408-441-5707	San Jose <i>Location: To be determined</i>  7/28, 9am-4pm  Amy Winterfeld Dana Hollinshead	Santa Clara (4), Monterey (3), San Benito (2), Santa Cruz (3), San Mateo (3), Alameda (3), Contra Costa (3)
3. San Francisco  <i>Contact:</i> Christiane Medina 415-558-2659 Peter Dahlin 415-558-2315	San Francisco <i>Location: To be determined</i>  7/27, 10am-5pm  Amy Winterfeld Dana Hollinshead	San Francisco (4), Marin (3), Sonoma (3), Mendocino (3), Napa (3), Solano (3)

Host County	Site// Date //Contractor Staffing	Counties & Participant Numbers
<p>4. Fresno</p> <p>Contact: Kelly Woodard 559-445-3532</p>	<p>Fresno Location: <i>To be determined</i></p> <p>7/23, 9am-4pm</p> <p>Homer Kern Greg Tooman</p>	<p>Fresno (3), Kings (2), Tulare (2), Madera (2), Merced (2), Mariposa (2), Stanislaus (2), Tuolumne (2), San Joaquin (3), Kern (3)</p>
<p>5. Shasta</p> <p>Contact: Bob Helmbold 530-225-5876</p>	<p>Redding Location: Shasta County Office of Education 1644 Magnolia Redding, CA</p> <p>7/28, 9am-4pm</p> <p>Homer Kern John Hedderson</p>	<p>Tehama (2), Del Norte (2), Humboldt (3), Siskiyou (2), Trinity (2), Modoc (2), Shasta (3), Lassen (2), Plumas (2), Butte (3), Glenn (2), Colusa (2), Lake (2)</p>
<p>6. Sacramento</p> <p>Contact: Mindy Yamasaki 916-981-0475 pager 916-875-0104</p>	<p>Sacramento Location: <i>To be determined</i></p> <p>7/29, 8am-3pm (or 9am-3pm, with a working lunch)</p> <p>Homer Kern Sabrina Johnson</p> <p>State staff may observe</p>	<p>Sacramento (5), Yolo (2), Sutter (2), Yuba (2), Nevada (2), Sierra (2), Placer (2), El Dorado (2), Amador (2), Calaveras (2), Alpine (2), Mono (2), Inyo (2)</p>
<p>7. San Diego</p> <p>Contact: Rosie Capobianco 619-685-2243</p>	<p>San Diego Location: 6950 Levant Street San Diego, CA</p> <p>7/15, 10am-3pm &amp; 7/16, 9am-2pm (pilot)</p> <p>John Fluke Homer Kern Amy Winterfeld Sabrina Johnson</p>	<p>San Diego (16), Imperial (4 – because Imperial is a pilot site, we would like to have a worker, supervisor, clerical, and administrative staff from this rural site all represented)</p>



## ENCLOSURE B

Host County	Site// Date //Contractor Staffing	Counties & Participant Numbers
<p>8. Orange</p> <p>Contact Lee Salas 714-704-8816</p>	<p>Santa Ana Location: <i>To be determined</i></p> <p>8/3 , 8am-3pm (or 9am-3pm, with a working lunch)</p> <p>John Fluke Amy Winterfeld</p>	<p>Orange (8), Riverside (5), San Bernardino (5)</p>
<p>9. Ventura</p> <p>Contact: Jan Standing 805-654-3446</p>	<p>Ventura Location: <i>To be determined</i></p> <p>7/22, 9am-3pm, with a working lunch</p> <p>Sabrina Johnson Homer Kern</p>	<p>Ventura (6), Santa Barbara (4), San Luis Obispo (4)</p>
<p>10. 20 small counties</p> <p>Contact: Sherr Huss 530-841-2761</p>	<p>Sacramento Location: <i>To be determined</i> (Sacramento, CA)</p> <p>8/4, 10am-5pm</p> <p>John Hedderson Don Graham</p>	<p>Alpine (1), Amador (1), Calaveras (1), Colusa (1), Del Norte (1), Glenn (1), Inyo (1), Lake (1), Lassen (1), Mariposa (1), Modoc (1), Mono (1), Nevada (1), Plumas (1), San Benito (1), Sierra (1), Siskiyou (1), Tehama (1), Trinity (1), Tuolumne (1)</p>

# Child Welfare Services Workload Study Focus Group Schedule

Host County	Site	Date	Contractor Staff Attending
San Diego	San Diego	7/15 & 7/16	John Fluke Homer Kern Amy Winterfeld Sabrina Johnson
Ventura	Ventura	7/22	Sabrina Johnson Homer Kern
Fresno	Fresno	7/23	Homer Kern Greg Tooman
San Francisco	San Francisco	7/27	Amy Winterfeld Dana Hollinshead
Los Angeles	Los Angeles	7/27  and  8/4	Sabrina Johnson Homer Kern  Walter McDonald John Fluke
Santa Clara	San Jose	7/28	Amy Winterfeld Dana Hollinshead
Tehama	Red Bluff	7/28	Homer Kern John Hedderson
Sacramento	Sacramento	7/29	Homer Kern Sabrina Johnson
Orange	Santa Anna	8/3	John Fluke Amy Winterfeld
20 Small Counties	Sacramento	8/4	John Hedderson Don Graham Walter McDonald

## FOCUS GROUP GUIDELINES

### For Organizing and Defining the Work Components to be Measured in the California Child Welfare Services Workload Study

**Purpose** The goal of each focus group is develop two lists of work components that can be used as a basis for constructing time recording codes for the workload study. These lists are: (1) A list of units of service, major activities or services, and (2) a list of tasks that are performed for the services. For example, Investigations would be a unit of service or activity or service. Contact with the client, forms completion, etc. would be tasks. These lists will be produced for 3 areas:

1. To identify, organize and define the Child Welfare caseworker work components (services/activities and tasks) which will be measured in the work measurement study.
2. To identify, organize and define the Child Welfare clerical work components (services/activities and tasks) which will be measured in the work measurement study.
3. To identify, organize and define the Child Welfare supervisory work components (services/activities and tasks) which will be measured in the work measurement study.

**Time** It is anticipated that each focus group will take about six hours to complete.

#### Focus Group Composition/Participants

Ideally, there will be a maximum of 20 participants per focus group. However some regional groupings of counties encompass up to 13 counties; up to 26 participants will be accommodated for those regions so that each county has the discretion to send 1 or 2 participants. For regions in which a combination of large, small, and medium-sized counties is represented, a population-based approach will be utilized to determine the number of participants from each county.

- **Caseworkers:**

Caseworkers chosen by the counties to participate in the focus groups should be among the county's more experienced, and should represent a range of casework issues and service delivery approaches.

- **Supervisors:**

It would also be beneficial if supervisors selected by the counties for participation are among the more experienced supervisors, have previous experience as caseworkers, and also represent a range of casework issues and service delivery approaches.

- **Clerical:**

Clerical staff should have an indepth knowledge of the scope of clerical activities involved with child welfare services.

- **Administrators**

For the focus groups, there should be selective representation of administrators, i.e., one or two administrators per focus group to provide a broad managerial/administrative perspective. (Administrators are also participating in the Advisory Group for the project and will also be represented in that manner.)

**Participant Selection Criteria** The following attributes should be represented:

- **Geographic Representation**

- Metropolitan, urban, rural; each county cluster

- **Service Delivery Approach**

- Generic and specialized, direct service, contracted services
- All major areas/services should be represented, e.g. Preventive Services, Child Protection Services (Intake/Investigation), Follow-up or Out-of-Home services, Adoptions, etc., Support Services such as Foster and Adoptive Home Development, Specialized Support Services such as Out-of-Town Inquiries, Home Studies, etc.

- **Expertise**

- The participants must have expert knowledge and in-depth experience in the areas they are representing (no novices).

- **Group Communication Skills**

- **Willingness to participate (cooperative attitude)**